



CITY OF VICTORIA, TEXAS

# CITY MANAGER

*The Crossroads of South Texas*





## CITY OF VICTORIA, TEXAS - CITY MANAGER

### COMMUNITY OVERVIEW

Victoria is located in the heart of the Golden Crescent of South Texas equidistant from Austin, Houston, San Antonio, and Corpus Christi. The Coastal Plains region of Texas is an area renowned for hunting, fishing, and birding. With major highways 77, 59, 87, and the future Interstate 69 all intersecting in Victoria and with a prime position along the NAFTA Corridor, the City is known as "The Crossroads of South Texas." With a diverse population of about 67,000 and encompassing an area of approximately 34 square miles, Victoria is a cultural, historic, medical, educational, and economic hub for the area.

As one of the state's oldest, most historic cities, Victoria is the place where Texas history was written and the legendary Texas cattle industry began. The original colony, founded in 1824 by impresario Don Martin de Leon, was named for the first president of Mexico, Don Guadalupe Victoria. The town was established at a site known earlier as Cypress Grove due to the abundant cypress trees growing along the banks of the Guadalupe River. Victoria is the county seat of Victoria County, the third charter city created in 1836 under the Republic of Texas.

Today, modern Victoria continues the tradition of being in the forefront of new business and technology, with a strong plastics manufacturing industry, petrochemical and industrial chemical plants, oil and gas exploration, and a growing medical services community. The availability of a high-speed fiber optics technology network, higher education, and a burgeoning retail trade sector have made Victoria an excellent city to live in.

There are two higher education campuses within the City, the two-year Victoria College and the University of Houston at Victoria. Public education is offered by the Victoria Independent School District, the largest public school system in the Golden Crescent, which serves 17,000 students in 17 elementary campuses, four junior high schools, and three high schools. Victoria also has two private high schools.

Victoria offers several cultural outlets, with the Victoria Symphony, local theater, and several notable museums celebrating its heritage. Victoria is an inviting community with friendly residents and offers a great climate and hospitality for wintering visitors. With major cities of South Texas in close proximity and the short distance to the Texas coast along the Gulf of Mexico, Victoria is an ideal location for permanent residents, visitors, and "Winter Texans" who come for the temperate climate.

### MUNICIPAL ORGANIZATION AND GOVERNANCE

The City of Victoria was incorporated in 1915 and adopted its home rule charter in 1956. The charter provides for a council-manager form of government with a City Council comprised of the Mayor and six Council Members. The Mayor is elected at-large for a three-year term. Four Council members are elected from single member districts and two Council members are elected by super districts. All terms are three-year terms with no term limits. The Council, among other duties, appoints a City Manager, City Attorney, and Municipal Court Judge. Charmelle Garrett was appointed Assistant City Manager in 2006 and City Manager in 2011. Ms. Garrett is the sixth City Manager since 1957. Victoria has enjoyed a long history of political stability at the elected and appointed levels.



### MISSION

The mission of the City of Victoria is to provide city services that enhance the livability of our community.







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### MUNICIPAL ORGANIZATION AND GOVERNANCE, continued

The City of Victoria is a full-service municipality, providing general administrative services, police and fire protection, emergency ambulance service, highways and streets, water and sanitary sewer utilities, parks and recreation services, public improvements, planning, and solid waste residential service. The City has a total staff of 628 full-time employees and an aggregate annual budget for FY 2018-2019 of \$131 million, with \$47 million in the General Fund. The City has adopted the 4B economic development sales tax.

### ISSUES AND CHALLENGES

#### Strategic Planning

If the City of Victoria is to remain a highly successful organization that meets or exceeds the expectations of its residents, the development and implementation of a formal strategic operating plan that features an operating vision, philosophy of government, and day-to-day operating principles is paramount. This exercise also permits a new City Manager, new Mayor, and at least one new Council member to establish common purpose with incumbent Council members and department heads. The incoming City Manager must have the skills, ability, and experience to successfully lead this effort.

#### Organizational Development and Performance

It has been decades since the City Council appointed a City Manager who was not a long-serving Victoria department head and Assistant City Manager. The organizational stability and continuity that resulted has been highly beneficial; however, numerous members of the City Council believe opportunities for organizational advancement, service delivery innovation, and improvements in efficiency may not have been brought to full potential. Although the City Council is satisfied with the organization and service delivery in general, it believes the selection of a highly qualified external applicant and an objective review of City operations is in order.

The new Victoria City Manager will be expected to take a talented and well-led City workforce to the next performance level. The person selected should create a culture of excellence, employing best practices and promoting continuous improvement at every level of the organization. Ensuring that the needs of residents will be met with the highest degree of professionalism and outstanding customer service will be an ongoing priority.

#### Intergovernmental Cooperation

It is important that the incoming City Manager establish and maintain highly productive relationships with federal, state, county, school district, university, special district, and numerous quasi-governmental agency leaders. Victoria's next City Manager must be a highly effective negotiator and mediator who can build consensus and forge strategic partnerships.

#### Major Capital Projects

Victoria's next City Manager will be tasked with infrastructure renewal projects (street, traffic control, sidewalk, stormwater, water, and wastewater improvements) exceeding \$100,000,000 and the development of a new public safety complex that will include a 62,034-square-foot police station, fire administration office, armory/shooting range, auxiliary/storage building, and training facility on a 15 acre City site. The person selected must ensure that these needed capital projects are accurately estimated, presented to the public, appropriately scheduled, financed, properly designed, bid, rigorously inspected, and completed on time and on budget.



### VALUES

To conduct our business:  
 Proactively  
 In a planned way  
 Openly  
 Ethically  
 Efficiently  
 Effectively  
 Professionally  
 Safely  
 Legally  
 In a friendly manner





## CITY OF VICTORIA, TEXAS - CITY MANAGER

### IDEAL CANDIDATE

The City of Victoria is recruiting an honest, ethical, highly dedicated, hard-working, steadfastly strategic, and visionary, but grounded, servant leader to replace its retiring City Manager. The successful candidate will be a solutions-oriented critical thinker with a command presence, participative management style, outgoing personality, exceptional interpersonal skills, and entrepreneurial spirit who inspires and motivates others by example. Ideally, the person selected will be a highly experienced and successful city manager who is recognized within the profession for taking his or her full-service cities to the next performance level.

The next Victoria City Manager will always seek ways to say yes but will never be afraid to say no, address difficult situations head-on, challenge the status quo, or take measured risks to advance the City's interest. The ideal candidate will exhibit a calm, professional demeanor at all times, treating conflict with tact and diplomacy. The possession of dispute mitigation and resolution skills will be important.

The selected candidate must have highly developed consensus building, team building, negotiating, organizational development, project management, technical, and media skills. An ability to identify and co-opt best practices, embrace emerging technology, increase professionalism, promote innovation, and inspire high-performing teams is important. The ability to unite the organization with a shared sense of purpose, promote teamwork, fully articulate expectations, delegate responsibility with clarity, and create a culture of accountability is imperative.

If the City of Victoria is to realize its full potential as a council-manager government, its new City Manager should be a skilled governance coach who ensures both elected officials and appointed officials stay within the functional lanes assigned to them by the City Charter. The City Manager should be as supportive and responsive to individual Council Members as possible but never at the expense of the City Council as a body.

The successful candidate will be an exceptional listener and communicator. Gaining an understanding of the City Council's preferred method of receiving information and fully informing its members in a timely manner will be important. The person selected will be politically astute but never political. The City Council seeks someone who will communicate with it directly and frankly but always positively and respectfully. To be truly successful, Victoria's next City Manager must establish and maintain close, positive, trusting, highly productive, and lasting relationships with all members of the City Council.

The City Council seeks a fiscally conservative City Manager with a sound business acumen and "lean" orientation. The ideal candidate, who will possess highly advanced municipal finance and budget skills, will ensure that true cost-benefit analysis is always a component of the decision-making process and the annual budget is as much a policy and creative performance guide as it is a sound financial plan. The next City Manager will expertly guide the City Council in cost management or reduction strategies, financial policy alternatives, intergovernmental cost sharing initiatives, creative public financing strategies, and public-private financing strategies.

Promoting growth, business, industry, and job creation is critically important to the City of Victoria. Ensuring that City plans, policies, and personnel are business and development-friendly without compromising quality or public safety will be an ongoing priority for the incoming City Manager. The ideal candidate will possess comprehensive planning, subdivision development, downtown redevelopment, neighborhood revitalization, and economic development skills to utilize in these endeavors.

### VISION

Victoria is a premier city and inviting destination with a multi-cultural and vibrant population.

The City enjoys a diversified economy and values its rich history and strong sense of community.

Victoria's stable financial base allows for the effective maintenance and expansion of infrastructure with a focus on economic growth, environmental stewardship, and livability.





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## IDEAL CANDIDATE, continued

It will be important for the new City Manager to be highly visible and active in the community, personally and professionally. Victoria has a very strong sense of community, which extends well beyond its city limits into unincorporated areas of the county. An outgoing people person who passionately embraces Victoria's culture and genuinely supports its traditions will be expected.

## EDUCATION & EXPERIENCE

A bachelor's degree in public administration, business administration, or a related field from an accredited college or university is required. A master's degree is preferred. At least ten years of progressively responsible municipal government experience, including five years of experience as a city manager or assistant city manager, is required. Experience managing free-standing, full-service cities or metro area cities with significantly expanded service menus is preferred.

## COMPENSATION & BENEFITS

The starting salary for this position is \$200,000-\$215,000, depending on qualifications. The City also offers a competitive benefits package including Texas Municipal Retirement System (6% employee contribution, matched 2:1 by the City), health, life, and dental insurance, and vacation and sick leave. City employees do contribute to Social Security. The City Council will negotiate relocation assistance with the successful candidate. Deferred compensation is also available.

## APPLICATION PROCESS

Please apply online at: <http://bit.ly/SGRCurrentSearches>

For more information on this position contact:

**Mike Tanner, Senior Vice President**  
Strategic Government Resources  
[MikeTanner@GovernmentResource.com](mailto:MikeTanner@GovernmentResource.com)  
361-813-3707

This position is open until filled. To view the status of this position, please visit:

<http://bit.ly/SGRCurrentSearches>

The City of Victoria is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

## RESOURCES

**City of Victoria**  
[victoriatx.org](http://victoriatx.org)

**Victoria EDC**  
[victoriaedc.com](http://victoriaedc.com)

**Victoria Chamber**  
[victoriachamber.org](http://victoriachamber.org)

**Victoria Convention and  
Visitors Bureau**  
[explorevictoriatexas.com](http://explorevictoriatexas.com)

**Victoria Main Street Program**  
[victoriamainstreet.com](http://victoriamainstreet.com)

**VTV15**  
[vtv15.org/podcasts](http://vtv15.org/podcasts)

